Friday Lunch Session  
October 30, 2009  
12:00pm -1:30pm

Speakers:
Sue Rosser, PhD, Provost, San Francisco State University  
Pam Williams, Coach, Innergized

Question and Answer Session

1) How do you get continued buy-in with previous, current and new administrations? And how do you keep it?

Dr. Rosser:  
-Prepare yourself by talking at length with each administration about your grant, what works, why and how it benefits the institution  
-Study the administration’s language and strategic plan  
-Show how the ADVANCE grant will help the new person reach their goals for the institution  
-Use clout of NSF  
-Use other powerful people to reach president of institution

Audience:  
-Faculty equity and advisors on search committees for leadership  
-Search for faculty that gear toward goals

2) How do you deal with Co-PIs that don’t pull their weight?

Dr. Rosser:  
-This occurs on many projects so know the role of each PI and why they are there  
-Talk to them and ask how they can help or get help if life happens, ie: hire a post-doc, or other staff  
-Look at work plan/time line and figure out if there is flex in the schedule, ie: If they offer 30% this year can they offer 70% next year?  
-Evaluate their role: are the expectations reasonable or can someone else complete the work, and bring on replacement  
-Deal with this issue as soon as it emerges  
-Talk to NSF to change the budget

Audience:  
-Talk about the natural evolution of the project, maybe they aren’t needed anymore
3) **How does one deal with the lack of trust of PIs?**

Dr. Rosser:
- Management team develops out of trust
- Trust can begin with a well structured proposal
- Hold a team building event include discussion on ADVANCE and other university values and objectives
- People are afraid of losing funding and programs due to recession
- Seeing and experiencing people working together develops trust
- You don’t have to like the people you work with you just have to work with them
- Keep your eyes on the goal – you might disagree on the strategy but agree on the goal of helping women advance
- Go away from the lab to talk through the issues, ie: having a lab happy hour or dinner

4) **How do you work with and get leaders on board?**

Dr. Rosser:
- The department is where it happens. If you have a jerk for a department chair it affects daily life.
- Utilize chances to get your chairs involved with conferences of the VA Tech ADVANCE Portal
- Chairs talking to other chairs like chair-to-chair peer mentoring
- Find out the goals of the department chair and show how the grant can advance their goals
- Use ADVANCE money to invite high visibility scientists to come talk about how great ADVANCE is
- External advisory board
- Use a professional society to come chat

5) **Once you have an ADVANCE grant how does one get efforts institutionalized? How does one get policy moved before the ice age?**

Dr. Rosser:
- Consider institutionalization when writing the grant. Where can it be implemented?
- In management meetings talk about where the program is going
- Where is funding going to come?
- Renegotiate time frame if need be
- Change format by possibly using retreats away from the lab to refocus
- Change some of the grant activities if they are too expense to continue when grant funding runs out
- Once policy is implemented it stays

Audience:
- Usefulness of site visits; site visitors are your friends, they ask what your plan is for institutionalization and try to help your plan move forward
- Identify university core strategies/values that connect to ADVANCE, map out values of the program that go beyond gender and race to benefit the entire institution
- Build ADVANCE into the work you’re doing; how do you capture value to be incorporated to institution overall
- Difficult to create programs if not part of national trend
- Difficult when have little data sets, people want big data sets
- Tie ADVANCE to broader impacts to realistically achieve broader impacts
- Urban 13 and Top 50 annual numbers are published, use the numbers, branding values, and issues to light fires under leaders

6) How do you deal with backlash from male colleagues?

Dr. Rosser:  
- They don’t know they’re offensive but are convinced by data
- Use personal anecdotes by exploiting their emotions for their daughters/students
- They see it as a zero sum game, if you’re getting funding, they’re not
- Explain to them that what’s good for women is also good for men, ie: policy
- Unfortunatley, in some cases, it’s just their personal issue
- Ignore them, work with the good ones

7) What about when senior women resist change?

Dr. Rosser:  
- Acknowledging that, yes, the situation in the past was very difficult.
- Try to show them that the world has changed and is changing for the better.
- Understand they might be disappointed by policies that didn’t last from future attempts to make improvements.
- They believe they’re doing what is right to make women ‘tough’
- Realize that ADVANCE has been focused on junior women not senior women and their concerns.